

SHARED ASSURANCE SERVICES

PERFORMANCE TARGETS 2008-2009

INTRODUCTION

1. The measures in this section are designed to gauge performance against the agreed key outputs of the Shared Assurance Services. The indicators themselves are based upon best practice and have been developed in accordance with the following principles:
 - a. the indicators have been kept simple and easy to measure;
 - b. the indicators do not aim to cover all aspects of performance but instead have been chosen for their capacity to motivate changes in behaviour and support improvement; and
 - c. the indicator set aims to complement any existing performance management frameworks and benchmarking initiatives, and where possible facilitates future benchmarking.

2. The indicator set has been put together following full and detailed consultation with staff and users and is designed to capture key aspects of effectiveness as well as efficiency. In doing this the targets draw upon the existing measures in use at South Ribble and Chorley and the work of the National Audit Office (Value For Money in public sector corporate services – A joint project by the UK Public Sector Audit Agencies (2007)). This develops an amended scorecard approach that, in addition to an efficiency dimension, defines three separate facets of effectiveness that can be potentially measured:
 - a. **Impact**, in terms of how the output from each of the assurance services functions contributes to, or influences corporate performance as a whole;
 - b. **Satisfaction** of users and senior managers, looking at how assurance services are regarded by staff who use these services and also by senior management who commission them;
 - c. **Modernisation**, to consider the extent to which an organisation has adopted management practices regarded as being innovative and forward thinking.

Where relevant, the table below identifies each type of measure being used by the following references:

E = Efficiency

EI = Effectiveness Impact

ES = Effectiveness Satisfaction

EM = Effectiveness Modernisation

3. The results from the indicators set should be reviewed as a whole, taking into account the information they offer on their performance in respect of both effectiveness and efficiency. It is particularly important that undue emphasis is not given to measures of efficiency, but instead that the results of the indicator set are

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interpreted more widely to understand the impact of the assurance function on the effectiveness of the organisations in achieving their key service delivery targets. For example, results for an efficiency measure such as the cost of the audit function as a percentage of organisational running costs need to be interpreted alongside the results for effectiveness measures such as the percentage of agreed management actions implemented and the commissioner and user satisfaction index.

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Key Output	Timescale	Measures	Type	Specific Requirements
Internal Audit Services		<p>Overall Measures</p> <ul style="list-style-type: none"> • UoR Score of 4 • Total cost of the audit function as a % of organisational running costs (expenditure) (vfm Primary 1) • % Overall commissioner and user satisfaction index (vfm Primary 6) 	EI E	<p>It is planned to design one questionnaire to test satisfaction levels on an annual basis for all shared assurance services. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk.</p>
		<ul style="list-style-type: none"> • % professionally qualified audit staff (FTEs) as a % of total assurance staff (FTEs) (vfm Secondary 1) 	EI	
		<ul style="list-style-type: none"> • The number of management practices that have been adopted 	EM	
		<ul style="list-style-type: none"> • Assurance Services 	ES	

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Key Output	Timescale	Measures	Type	Specific Requirements
Governance Statement	Annual by the end of May relating to the previous financial year	<ul style="list-style-type: none"> Produced on time and in the correct format 	EI	Published alongside the annual accounts
Internal Audit Annual Report	Annual by end of May	<ul style="list-style-type: none"> Produced on time and in the correct format 	EI	
Risk Management Services		<p><u>Overall Measures</u></p> <ul style="list-style-type: none"> UoR Score of 4 Total cost of the risk management function as a % of organisational running costs (expenditure) (vfm Primary 1) % Overall commissioner and user satisfaction index (vfm Primary 6) Assurance Services staff satisfaction 	<p>EI E</p> <p>ES</p> <p>ES</p>	<p>It is planned to design one questionnaire to test satisfaction levels on an annual basis for all shared assurance services. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk.</p>
Risk Management Strategy Update	Annual by October	<ul style="list-style-type: none"> Produced on time and in the correct format 	EI	Approval by The Audit Committee (Chorley) & The Policy & Service Review Scrutiny Committee (South Ribble)
Corporate/Strategic Risk Register	Annual in accordance	<ul style="list-style-type: none"> Produced on time and 	EI	Agreed at the Senior Management Team of

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Key Output	Timescale	Measures	Type	Specific Requirements
	with the corporate planning and budgeting process	in the correct format		each authority
Operational and Service Risk Registers	Annual in accordance with the corporate planning and budgeting process	<ul style="list-style-type: none"> Produced on time and in the correct format 	EI	Incorporated in the relevant Service Plans of each authority
Risk Management Action Plans	Annual in accordance with the corporate planning and budgeting process	<ul style="list-style-type: none"> Produced on time and in the correct format 	EI	For high priority risks and key projects as appropriate
Business Continuity		<p><u>Overall Measures</u></p> <ul style="list-style-type: none"> UoR Score of 4 % Overall commissioner and user satisfaction index (vfm Primary 6) Assurance Services staff satisfaction 	EI ES ES	<p><u>This Service is provided to South Ribble Council only</u></p> <p>It is planned to design one questionnaire to test satisfaction levels on an annual basis for all shared assurance services. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk.</p>
Business Continuity Strategy	Annual	<ul style="list-style-type: none"> Produced on time and in the correct format 		To be fully integrated with Emergency Planning & Disaster Recovery
Business Continuity Action Plan	Reviewed half-yearly	<ul style="list-style-type: none"> Produced on time and in the correct format 		

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Key Output	Timescale	Measures	Type	Specific Requirements
Insurance		<p>Overall Measures</p> <ul style="list-style-type: none"> • % Overall commissioner and user satisfaction index (vfm Primary 6) • Assurance Services staff satisfaction 	<p>ES</p> <p>ES</p>	<p>It is planned to design one questionnaire to test satisfaction levels on an annual basis for all shared assurance services. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk.</p>
Market Testing and Procurement of Insurance Cover and Associated Services	As required by current arrangements and market conditions	<ul style="list-style-type: none"> • All appropriate risks covered • Within budget available 	<p>EI</p> <p>E</p>	
Annual Insurance Renewals	Annual	<ul style="list-style-type: none"> • All appropriate risks covered • Within budget available 	<p>EI</p> <p>E</p>	<ul style="list-style-type: none"> • Consider self-insurance